

# TRANSFORMATION

WINTER 1997

## Managing a Busy Call Centre

**I** thousand times a day, the phones ring at the Ontario/Canada Business Call Centre. Yet there are no backlogs and no callers left waiting on hold for long. Managers keep everything humming along using a skilful blend of high-tech computer programs and old-fashioned customer service.

Call Centre team leader Richard Laurent uses software to track the number of calls at different times of day and to tell him how long callers wait for service.

"That way I can tell how many agents I need answering phones between 10:00 and 10:30 Thursday morning," he says.

The automated system also compiles statistics about callers - what they ask, whether they are already in business or just starting out and whether they are new or repeat clients.

Laurent uses these statistics to make sure the Centre provides:

- Prompt access. Callers wait an average of seven seconds, or two telephone

rings, before they connect with the Interactive Voice Messaging System, the self-serve InfoFax Service or an agent. By comparison, 18 seconds is the industry standard. Only five percent of callers ever get a busy signal, half the ten percent norm.

- Accuracy. From the time they are hired, information agents receive continuous training to enhance their skills and knowledge. Guest experts visit regularly to share their experience. Agents keep abreast of the latest

government programs and electronic databases. Supervisors monitor calls to make sure officers provide up-to-date information.

- Customer Service. It is Call Centre policy to mail or fax information to clients the day they request it, to conduct detailed research within 24 hours, and to devote as much time as needed to thoroughly and courteously answer callers' questions. And because the Centre handles all inquiries over the phone rather than in person, officers must have a flair for communicating without benefit of props, like books and charts.

"I strongly believe you have to have the right people behind the technology," says Laurent.

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Article courtesy of Canada Business Service Centres Vol. 1, no.2 September 1996 "InterConnexion"

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## CIDA Trains for Improved Decision Making

In a world of competing interests, diminishing financial and natural resources, and growing public scrutiny, environmental assessment is a powerful planning process. For decision makers, this process can help bring into focus economic, social and environmental factors that could affect the project and the public.

In the fall of 1996 CIDA's Canadian Environmental Assessment Act (CEAA) Training Project Team took silver honours at the Distinction 96 Awards Program, an event sponsored by the private sector, which celebrates excellence in managing information and technology in the federal government.

The CEAA Training Project uses computer-based and other training techniques and shows participants practical ways of incorporating environmental assessment into day-to-day operations.

The Project is based on an innovative computer program called the CEAA Electronic Job Aid. This decision-support tool, available to all staff, simplifies the Act and transforms it into a step-by-step question-and-answer flow chart. This tool is fitted to CIDA's programming requirements, talks CIDA's language, and provides one stop for staff applying the Act. For most projects this is the only resource that program officers and planners need to make decisions on environmental assessment requirements.

While the CEAA training at CIDA is not intended to make officers become environmental assessment specialists, it does ensure they have the appropriate knowledge and skills to do an environmental assessment under the CEAA process.

What factors have helped CIDA's CEAA training project become a success?

- Senior managers endorse and support it.
- Work teams train together.
- Training materials are developed in close cooperation with a training focus group.
- Training materials can be used even after the training.

- Coaches are available after training.
- Two CIDA officers oversee the project to ensure continuity, while consultants deliver the training.

At CIDA the immediate benefits of the CEAA training program include:

- reducing time-consuming and costly legal challenges,
- having a common focus for different branch activities and agendas,
- reducing the fear of this new act by demystifying the CEAA process, and
- having a common environmental assessment language used and understood.

The CIDA CEAA Training Project may be easily adapted to other guidelines, policies or legislation that need to be used in real-life situations. In fact, some of CIDA's partners such as NRCan and the European Commission, have already expressed interest in this.

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The Honourable Marcel Masse,  
President of the Treasury Board  
presents silver medal to  
Peter Croal, Project Team Leader





## Agriculture and Agri-Food Canada Implements Environmental Quality through ISO 14000

**M**ore and more courts are holding organizations, their directors, and their officers liable for environmental damages. Since most environmental laws involve strict liability, some organizations use a comprehensive environmental management system to show due diligence. Such systems also help organizations live up to their environmental obligations.

Agriculture and Agri-Food Canada (AAFC), for example, now subscribes to the Environmental Management Systems (EMS), an

initiative under the Sustainable Development Strategy (SDS), which the federal government introduced in June 1995 in *A Guide to Green Government*.

A framework of practices, procedures and processes, EMS helps departments document, evaluate and communicate their environmental performance. EMS applies principles similar to the general quality management approaches used by businesses.

At AAFC, EMS follows ISO 14000, a standard for environmental management systems created by the International Organization for Standardization. The ISO 14000 series provides a standardized set of environmental management tools to help organizations comply with environmental laws, prevent pollution and improve their environmental performance.

An inter-branch EMS Task Force was established in November 1995. Since then, AAFC has had workshops, benchmarking studies and presentations to help both managers and staff understand the requirements of EMS. In May 1996 this task force finished its initial review of AAFC's environmental

management practices. The resulting report is the first step towards achieving a comprehensive approach to environmental management within the Department.

The next steps include:

- developing an environmental policy,
- building a departmental accountability framework,
- setting departmental environmental objectives,
- dedicating resources,
- compiling an inventory of activities, and
- setting specific departmental targets.

For more information about ISO 14000, contact:

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Fax: 613 759-6857

## Did You Know?

The National Atlas Information Service (NAIS) of Geomatics Canada provides customized map services to other government departments, agencies, Crown corporations and the private sector. Customized maps of Canada, North America, and the World can be developed for electronic publishing as well as conventional display purposes using NAIS' small scale digital base maps.

For more information contact:

Tel.: 613 992-4342  
Fax: 613 947-2410  
E-mail: <http://www-nais.ccm.emr.ca>

For more information about quality service in AAFC, please contact:

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### Please Note

Readers can access the electronic version of *Transformation* either on the TBS homepage on GENet (the federal government internal network) at <http://publisservice.tbs-sct.gc.ca/> or on the Internet at <http://www.tbs-sct.gc.ca/>

You can access *Transformation* on either home page under "What's new on this site" or "Key policies and publications".

If you need help in accessing GENet or Internet please contact your informatics division or your departmental library.

As of April 1, 1997 *Transformation* will be available in electronic format only.

If you find that you are able to access through print format only please let us know. Your comments will help us understand the impact of this change and identify alternate delivery mechanisms. Please direct your comments by fax to (613) 954-9094.



**f** new network is revitalizing service delivery in Human Resources Development Canada (HRDC).

In northern Nova Scotia, staff and managers are looking at old structures and new opportunities for change. Last May, a three-day HRDC workshop there brought together a group of service delivery experts who used strategic issues and priorities to find new ways of working with each other and with community partners.

Workshop participants looked at changing only what needed changing and at building on their organizations' strengths and successes. They focussed on creating a blueprint consistent not only with the vision for the zone (or region), but with the overall changing mandate and new business challenges for the department.

Participants valued the climate of trust and inclusion achieved. As one participant, Sheila Hearn, explains: "It was a really exciting process because it was very much a new concept that we were

working on. There are no procedures or manuals. We had to figure out what we wanted to do, how we wanted to do it, and who we wanted to do it with." She adds that, when things fell into place, the degree of uncertainty around the whole concept contributed to the power of the experience.

People came out of this workshop with a commitment to focus on leadership and service excellence. Employee-driven service-excellence workgroups emerged with staff involvement and ownership being the cornerstones for the renovation process. And so far it's working, with the level of involvement in the workgroups exceeding expectations!

These new workgroups are looking at technology inconsistencies across the northern Nova Scotia zone, at front-line service issues, and at communication improvements within and between HRDC offices. Managers are increasingly taking the role of facilitator or convener and are letting the workgroups make the decisions necessary for change initiatives. At the same time staff now have a better understanding of management.

One workgroup meets monthly to make recommendations and take action on technology-related concerns across their zone. They've prepared a "Survival Guide" to help others understand computer systems. Another workgroup has installed "staff resource computers" in key

areas. These resource computers provide employees with an interruption-free opportunity to practise computer skills. Clients can't help but benefit as Public Service employees become more knowledgeable and skilled with the tools available.

While a lot has been done since May 1996, both managers and participants acknowledge there are challenges ahead. To maintain the momentum, leaders must continue to support and encourage the workshops. As well, those now renovating service delivery must continue expanding the circle of commitment by involving others.

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## 'Renovating' in Northern Nova Scotia



## Working Together to Prepare for the Future

Have you heard of *La Relève*? *La Relève* is a challenge and commitment through a series of broad-reaching initiatives to improve human resource management in the Public Service. The *La Relève* Task Force is looking at many critical elements such as identifying cross-cutting human resource issues (as they arise from department plans) and retooling our recognition and reward system.

For more information call either:

Tel: 613 996-1475 or 613 996-1853

Fax: 613 996-2228

## Canadian Grain Commission Winnipeg Employees are important

Continuous learning is not new, but it is rapidly becoming necessary in today's work environment. At the Canadian Grain Commission (CGC) in Winnipeg, the "continuous learning team" concept is active, effective and benefiting its employees. This concept encourages creativity, organizational unity, team effort at all levels, and a "how-can-we-do-it-better-together" attitude.

Senior managers used to make decisions and delegate work to their subordinates. Now, flexible work rules, upward feedback and team concepts are encouraging loyal, conscientious employees to contribute energy and innovative ideas.

For example, in the Prairie Region Winnipeg office, employees formed a team to improve grading and inspection documentation of grain samples. The team consulted clients and stakeholders, mapped and examined the process, designed and implemented improvements, and measured the outcomes. As a result, documentation errors dropped 69 per cent and staff morale went up. The team reduced processing time from two days to half a day, and because of reduced storage, interest and carrying charges, the office saved an estimated \$158,000 a year.

Workshops such as "True Colours" help employees understand that people approach challenges and situations in different ways. These workshops help employees work together harmoniously, while a weekly "In-House Coffee Klatch" promotes sharing and camaraderie among all levels of staff.

Improved communication is one of the rewards of continuous learning in CGC. Innovative training concepts, financial and other information, and process improvement ideas are now readily available to all employees.

To sustain a vital organization, CGC managers are continually developing new business. They also support retraining or relocation to help staff remain within CGC.

People at CGC say that it's a good a place to work. They feel valued. And that, in a challenging and changing working environment, is something worth celebrating.

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## Better Access for all Canadians

The National Library of Canada (NLC) ensures access to Canada's published heritage. It gathers all the books, periodicals, government documents and sound recordings published in Canada and makes them available to Canadians.

Now NLC is digitizing a collection of electronic resources and research tools. Digitization not only offers faster and better access to NLC's vast and sometimes rare collections, but it preserves the quality of the originals for future generations!

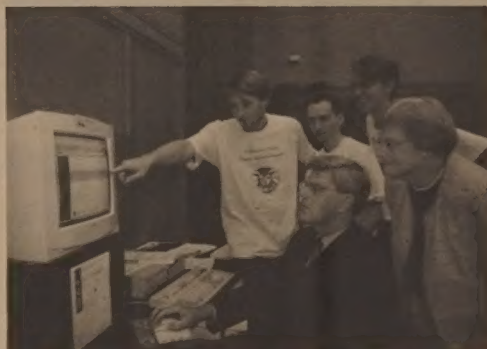
As part of Industry's Canada's SchoolNet Digital Collections program, and with funding through the Youth Initiative Program of Human Resources Development Canada, NLC hired students for 12 weeks to help digitize research tools and special collections.

They digitized two research tools:

- the Index to Federal Royal Commissions; and
- the Canadian Music Periodical Index.

Previously, these two reference sources had only been available in card form and to on-site clients. In digital format, these indexes are available on the Internet, enabling Canadians from coast to coast to search for information on Royal Commissions or for music serials.

The students also helped digitize two collections: the *Glen Gould Archive*; and *The North: Landscape of the Imagination*. The *Glen Gould Archive* is a summary partly drawn from NLC's virtual exhibition on one of Canada's foremost musicians.



Students and staff demonstrating digitization project to Industry Minister, John Manley

*The North* is also based on an NLC exhibition and shows the Canadian North through literary, historical and descriptive text, as well as through map images, paintings, photographs and drawings. Future enhancements to both sites may involve audio and video segments.

Because of the teamwork between the students and NLC staff, NLC was able to use existing software, at little cost, to develop project approaches and digital library technologies. The systems infrastructure experience that NLC gained can be used for future digitization. As well, this collaborative effort gave students an opportunity to get marketable Web site development and digitization technologies job skills.

But the real winners are Canadians, particularly those living in remote areas, who now have access to heritage collections and research sources.

The National Library's World Wide Web service ([www.nlc-bnc.ca](http://www.nlc-bnc.ca)) continues to evolve. Future project proposals include sound recordings, literary manuscripts and more genealogical resources, in

addition to the existing quick reference service (frequently asked questions about Canada), thematic guides (such as one on Canadian labour history), and *Canadian Information by Subject* (a guide to Web sites with Canadian content).

For more information about these digitization projects or the National Library of Canada's Web service, contact:

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## Hoteling changes where we work by Joy Moskovic

Technology has changed not only the way we work but, sometimes, where we work. An example of this is the hoteling initiative launched by Consulting and Audit Canada (CAC).

"Hoteling" involves making temporary offices available to employees who usually work elsewhere, instead of having to maintain permanent offices for only occasional use. This optimizes the use of available office space and cuts costs, while permitting easy adaptation to clients' needs.

"We can't afford to have offices that are empty half of the time. Hoteling is the ideal solution," says Doug Marshall, Manager of CAC's Contribution and Cost Audits Branch. "I see this spreading across government."

With the help of Real Property Services (RPS) and Government Telecommunications and Informatics Services (GTIS), 35 CAC auditors began working under the hoteling initiative at CAC headquarters last January, with another 10 employees expected to join them shortly.

The hoteling area occupies about half of the 12th floor in downtown Ottawa's Place de Ville complex. The space is composed of 17 individual work areas, a boardroom, a file storage area and a common area. This project has reduced CAC's overall accommodation needs by one floor, or 25 percent, at a cost saving of \$234,000 per year.

But hoteling involves more than just accommodation changes: technology plays an important role. Each hoteling employee has a portable computer that allows remote access to CAC, and the hoteling offices are equipped with docking stations for these computers. Also, Bell Canada's

PRIMELINE system gives hoteling employees a single telephone number that follows them wherever they are, on- or off-site.

An automated scheduling system is used by hoteling employees to reserve an office, and it is accessible off-site. The system is also used to track "hotel suite" use and availability so that adjustments can be made if necessary.

CAC worked with its PWGSC colleagues to bring this project to life. CAC and GTIS shared the project management responsibilities. While GTIS researched hoteling practices, RPS's Facility Management Directorate designed the hoteling area and worked closely with CAC to establish the actual physical accommodation. Office Accommodation Services advised the hoteling project team on many issues and assisted in the design of an evaluation framework for hoteling initiatives.

"While it is not uncommon for auditors to work outside the office, what has changed is management's response to it," explains Marshall, one of two audit representatives on the hoteling project team. "Management went the extra mile to do things properly for the auditors, such as providing them with computers and docking stations."

Training on the new technology helped make everyone feel comfortable with this new way of working.

For further information on the CAC hoteling initiative you can contact:

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Article courtesy of PWGSC's April/May 1996 "ENSEMBLE".

## Green Machines Available at NRCan



Travelling to Ottawa, and need to use a car to get around? Perhaps you work in Ottawa, and need a vehicle to travel outside the city, or have several meetings at different locations and want to avoid the wait for a taxi. FleetWise-EcoRoute may be the answer to your problems.

FleetWise-EcoRoute is a vehicle-sharing and alternative fuels demonstration project implemented by Natural Resources Canada to reduce the cost of ground transportation for employees. The project will increase the use of vehicles powered by alternative fuels such as natural gas and propane for departmental business. By driving green vehicles at work, NRCan employees will familiarize themselves with this new generation of fuels that are safe, cost-effective, and environmentally friendly.

Each year, the department incurs significant costs renting vehicles, reimbursing staff who use their own vehicles, and paying taxi fares for inner-city travel. NRCan purchases and operates departmental vehicles, but the departmental fleet is being reduced from 700 to 420 vehicles over the next three years. This reduction and the implementation of FleetWise-EcoRoute will save the department money by ensuring that one sector does not have to rent a vehicle or pay mileage to staff when a government-owned vehicle belonging to another sector is sitting idle. Departmental vehicles will be available to all employees. Responsibility centres will be charged a user's fee of \$25 per day (including fuel) plus a minimum charge of 5 cents per kilometre, depending on vehicle class.

Fleet Manager John Robinson says the project was implemented in early Spring 1996 while the installation of alternative fuel sites followed in the Fall. According to Robinson, "The first step is inter-sectoral pools ... down the road we may look at interdepartmental pools."

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Article courtesy of NRCan's February/March 1996 "The Source".

### Editorial Policy

## TRANSFORMATION

*Transformation* publishes stories on how federal public service employees are meeting challenges in providing quality services in today's environment.

If you'd like to share your story of **adaptive, flexible, and innovative changes** in your federal government work area, please contact Terri Doherty: Tel.: (613) 957-2549; Fax: (613) 954-9094; E-mail: [doherty.terri@tbs-sct.gc.ca](mailto:doherty.terri@tbs-sct.gc.ca).

Articles should be no longer than 500 words and should be submitted in hard copy and electronic formats. Stories may be edited for style and length.

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You can view issues of *Transformation* on the Treasury Board Secretariat's World Wide Web site at: <http://www.tbs-sct.gc.ca/>.

We'd like to give special thanks to all those who have contributed articles for this issue!









## Meilleur accès pour tous les canadiens



Le ministre de l'Industrie, l'honorable John Manley, assiste à une démonstration donnée par des étudiants et du personnel dans le cadre du projet de numérisation.

La Bibliothèque nationale du Canada (BNC) assure l'accès au patrimoine imprimé des canadiens. Elle recueille tous les livres, les périodiques, les documents gouvernementaux et les enregistrements sonores parus au Canada et les met à la disposition des Canadiens. À l'heure actuelle, la BNC a recours à la numérisation pour créer une collection de ressources électroniques et d'outils de recherche. Non seulement cette méthode fournit un accès plus rapide et amélioré aux vastes collections, parfois rares, de la BNC, mais elle permet de préserver la qualité des originaux pour les générations futures!

## Commission canadienne des grains, Winnipeg

### On attache beaucoup d'importance aux employés

Avez-vous entendu parler de *La Relève*? La Relève consiste en une série d'initiatives d'entraide destinées à améliorer la gestion des ressources humaines de la fonction publique. La définition des problèmes transsectoriels liés aux ressources humaines qui découlent des plans des ministères et l'élaboration de nouveaux outils pour notre système de reconnaissance et de récompense figurent parmi les nombreux éléments cruciaux sur lesquels se penche actuellement le Groupe de travail chargé de *La Relève*.

Pour de plus amples renseignements à ce sujet, prière de composer le :

Tél. : (613) 996-1475 ou le (613) 996-1353  
Télec. : (613) 996-2228

L'apprentissage continu n'a rien de nouveau, mais devient rapidement indispensable dans le milieu de travail d'aujourd'hui. À la Commission canadienne des grains à Winnipeg, le concept «de l'équipe d'apprentissage continu» est concret, efficace et utile aux employés. Il favorise la créativité, l'unité organisationnelle, la solidarité à tous les niveaux et la collaboration entre les membres de l'équipe.

Les cadres supérieurs avaient l'habitude de prendre des décisions et de déléguer le travail au personnel subalterne. Maintenant, l'assouplissement des horaires et le concept de travail à la rétroaction ascendante et le concept d'équipe incitent les employés à être conscients et responsables à redoubler d'énergie et à faire preuve d'innovation.

Ainsi, au bureau de la région des Prairies à Winnipeg, les employés ont créé une équipe afin d'améliorer la documentation et le classement des échantillons de grains. Cette équipe a consulté les clients et les intervenants, circonscrit et examiné le processus, conçu et apporté des améliorations et mesure les résultats. Les erreurs de documentation ont chuté de 69 p. 100 et le moral des employés a remonte. De plus, l'équipe a ramené à une demi-journée le délai de traitement, qui était de 3 jours, et la réduction de l'espace de stockage, de 100 p. 100.

Les cadres supérieurs ont permis au bureau d'économiser un montant estimé de 158 000 \$ par an.

Les ateliers comme celui sur la valeur ajoutée ont permis aux employés de comprendre que chacun aborde les défis et les situations sous un angle différent. Ces ateliers aident les employés à travailler ensemble en harmonie. Aussi, la polyvalence leur donne chaque semaine les employés de tous les niveaux leur donne l'occasion de baver leur talent. Aussi, la polyvalence leur donne l'occasion de baver leur talent.

L'amélioration de la communication est un des résultats de l'apprentissage continu à la Commission. Les concepts de formation novateurs, l'information financière et tout autre renseignement ainsi que les idées concernant l'amélioration des processus sont maintenant à la disposition de tous les employés.

Pour assurer la viabilité de cet organisme, les gestionnaires de la Commission s'efforcent continuellement d'étendre les activités de l'organisme. Ils encouragent également le recyclage et le déploiement du personnel pour le garder à son service.

Les employés de la Commission sont satisfaits des conditions de travail. Ils se sentent valorisés, et cela compte beaucoup pour la composition avec un milieu de travail difficile et en évolution constante.

Pour obtenir plus de renseignements, veuillez communiquer avec :

Kathy Pectio  
Commission canadienne des grains  
Tél. : (204) 984-2079  
Télec. : (204) 983-0248

Nord canadien au moyen de textes littéraires, historiques et descriptifs, de même qu'avec références rapides (forte aux guides thématiques (comme l'histoire de l'emploi au Canada) et de l'information apportée aux deux sites complémentaires. Les segments audio et vidéo.

Le travail en équipe des étudiants et du personnel de la BNC a permis à cette dernière de mettre au point des technologies de projet et des approches de projet et des numérisées à l'aide de logiciels existants et à peu de frais.

Apparemment, ces deux sources de référence n'étaient pas disponibles sur les ordinateurs canadiens d'un océan à l'autre d'effectuer des recherches sur les collections royales ou les périodiques de musique.

Les étudiants ont également participé à la numérisation de deux collections : le Fonds d'archives Glen Gould et Le Fonds d'archives Glen Gould. Le projet a permis aux Canadiens de disposer de ces collections de musique.

Les étudiants ont également participé à la numérisation de deux collections : le Fonds d'archives Glen Gould et Le Fonds d'archives Glen Gould. Le projet a permis aux Canadiens de disposer de ces collections de musique.

La collection sur le Nord, également fondée sur une des expositions de la BNC, décrit le

Le présent numéro est l'œuvre d'une équipe de composition de :

Henry Ober (FPSGO), rédacteur en chef, Tam Doherty (SC7), Stephen Giles (SC7), Alan Swaine (SCC).

Le soutien à la production a été assuré par les Services des communications écrites du SCT.



# Agriculture et Agroalimentaire Canada (AAC) promouvoit la qualité de l'environnement par l'entremise de la norme ISO 14000

## Savez-vous que...

Le Service d'information de l'Atlas national (SIAN) de Géomatique Canada fournit des services de cartographie sur mesure aux ministères fédéraux, aux organismes, aux sociétés d'état et au secteur privé. Les cartes, données géographiques et numériques à échelle réduite du SIAN.

Pour de plus amples renseignements, veuillez composer le :

Tél. : (613) 992-4342  
Tél. : (613) 947-2410  
Courrier électronique : [http://www-mais.ccm.enrc.ca](mailto:http://www-mais.ccm.enrc.ca)

**Rick Balsom, AAC**  
Coordonnateur,  
Service de qualité  
Tél. : (613) 759-6842  
Tél. : (613) 759-6728

## «Rénovation» dans le nord de la Nouvelle-Écosse

les techniques informatiques, à mesure que les fonctionnaires connaîtront et maîtriseront davantage les outils disponibles, la satisfaction des clients grandira.

Même si le travail réalisé depuis mai 1996 est considérable, les gestionnaires et les participants sont d'accord pour dire qu'il reste des défis à relever. Pour continuer sur cette lancée, les dirigeants doivent maintenir le soutien et l'encouragement qu'ils assurent à l'égard de la tenue des ateliers. En outre, ceux qui se consacrent à la revitalisation de la prestation des services ont déjà commencé à élargir le cercle de personnes engagées. Pour obtenir d'autres précisions, veuillez communiquer avec :

**Heather Scott, DRHC**  
Tél. : (902) 866-2275  
Tél. : (902) 868-7053

approche globale de gestion de l'environnement au ministère. Les prochaines étapes comportent :

- l'élaboration d'une politique ministérielle de responsabilité; l'établissement d'objectifs environnementaux pour le ministère;
- l'attribution des ressources nécessaires;
- l'inventaire des activités; l'établissement d'objectifs ministériels précis.

Pour de plus amples renseignements au sujet des engagements, veuillez communiquer avec :

**Sylvie Demers, AAC**  
Tél. : (613) 759-6930  
Tél. : (613) 759-6857

Pour en savoir davantage sur le service de qualité à AAC, veuillez communiquer avec :

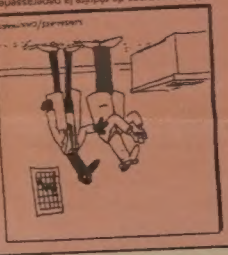
Dans la mise en oeuvre du SGC, AAC suit la norme ISO 14000 créée par l'Organisation internationale de normalisation (ISO) pour les systèmes de gestion de l'environnement. La série ISO 14000 prévoit un ensemble normalisé d'outils de gestion de l'environnement, à se conformer aux lois sur l'environnement, à prévenir la pollution et à améliorer leur rendement dans ce domaine.

Un groupe de travail interne sur le SGC a été créé en novembre 1996. Depuis, AAC a tenu des ateliers, effectué des analyses comparatives et fait des exposés, tant à l'intérieur que dans le milieu de travail.

En mai 1996, ce groupe de travail a terminé son premier examen des pratiques de gestion de l'environnement du ministère. Ce rapport représente une première étape dans l'adoption d'une

attache à une notion relativement nouvelle. Il n'existait aucun manuel ni marche à suivre. Le groupe a dû établir ce qu'il voulait faire, comment et avec qui en outre que le degré d'incertitude entourant cette question avait rendu l'exploration encore plus gratifiante. L'engagement pris à la suite de cet atelier visait principalement le leadership et l'excelsaient de service. Ce processus de rétroaction et l'engagement du personnel, des groupes de travail sur l'excelsaient de service ont pris la forme d'un processus de planification. Jusqu'à présent, le degré de participation dépasse toutes les attentes!

Les nouveaux groupes de travail se penchent sur les incertitudes technologiques dans la zone du nord de la Nouvelle-Écosse, sans interruption avec



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Dé plus en plus, les tribunaux tiennent les administrateurs responsables des dommages environnementaux. Comme la plupart des lois sur l'environnement prévoient une responsabilité stricte, les recours à un système de gestion de l'environnement qu'ils ont fait preuve de diligence raisonnable. Les systèmes de gestion aident également les organismes à respecter leurs obligations en matière d'environnementale.

Agriculture et Agroalimentaire Canada (AAC), membre du Système de

Un nouveau réseau est en train de revitaliser la prestation des services au sein de Développement des ressources humaines Canada (DRHC).

Dans le nord de la Nouvelle-Écosse, le personnel et les gestionnaires examinent les anciennes structures et envisagent des moyens de les modifier. En mai dernier, des spécialistes en prestation des services, qui se sont réunis lors d'un atelier de trois jours tenu dans la région, ont trouvé de nouvelles façons de collaborer les uns avec les autres et avec des intervenants du secteur en entreprises et des priorités.

Les participants à l'atelier, s'instruisent des points forts et faibles des organisations et des succès déjà réalisés, se sont penchés uniquement sur ce qui devrait être changé. Ils se sont attachés à établir un plan directeur conforme non seulement à la vision de la zone globale de changement et aux nouvelles défis au chapitre des activités du ministère.

Les participants ont souligné le climat de confiance et d'intégration qui a régné au cours de l'atelier. Sheila Heam, une des participantes, a expliqué que le travail se faisait vraiment emballé parce que le groupe s'est



## HIVER 1997

« Sans l'apport de gens bien choisis et bien formés,